

Create Economic Prosperity

Provide for Equitable Development

CITY OF VILLAGES

Provide Public Facilities

Protect the Natural Environment

Increase Mobility



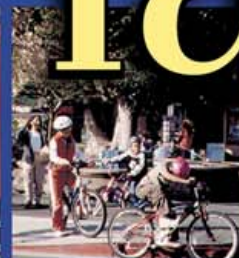
Increase Housing Affordability

Action Plan

Enhance Our Neighborhoods

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Provide for Equitable Development



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CITY OF SAN DIEGO GENERAL PLAN STRATEGIC FRAMEWORK ELEMENT

FINAL DRAFT JUNE 2002

Provide Public Facilities

Create Economic Prosperity

Strategic Framework Action Plan



We are stewards of a remarkable resource: a city on the Pacific Ocean of great cultural and physical diversity.

In the 21st century, San Diego must evolve in harmony with its exceptional natural environment, treasure the unique character of its neighborhoods, strive for equity, and celebrate the rich, cultural mosaic that is San Diego.

Approved by:
City of San Diego Council
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Five-Year Action Plan

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Introduction

The City of Villages is the strategy drafted as a part the Strategic Framework Element of the City of San Diego's General Plan. This new chapter of the General Plan sets the City's long-term policy for growth and development. It calls for growth to occur in compact, mixed-use centers linked by transit. It encourages high quality, infill development in existing neighborhoods as well as compact new development to meet future needs. The term village is used to describe a community-oriented center where commercial, employment, and civic/education uses are integrated with a variety of housing types and densities. Villages are intended to be unique to the community, pedestrian-friendly, and have public spaces suitable for neighborhood or civic gatherings.

Villages require adequate public facilities and amenities to meet community needs. Increased transit services are essential in order to improve mobility and mitigate the anticipated traffic, parking, and air quality impacts of the proposed infill development. The Element includes a City of Villages map that identifies the types of villages throughout the City. Village categories include: Regional Center - Downtown San Diego, Subregional Districts, Urban Village Centers, Neighborhood Village Centers, and Transit Corridors.

The Five-Year Action Plan is the implementation program for updating the General Plan, amending community plans, and identifying other steps necessary to execute the City of Villages growth strategy. The Action Plan organizes actions under major goals, which are in turn linked to the policy recommendations and "Core Values" expressed in the Strategic Framework Element. Each Action Item also has a "Lead Department" and "Staff Funding" line associated with it to indicate which City department(s) would take the lead in advancing the item, and if funding is currently available to staff the effort. Staff funding availability is distinct from having revenues to fully implement each action. In fact, many actions will require new revenue sources to be implemented.

For the City of Villages to become a reality, there must be stronger partnerships among the City, advisory groups, non-profits, civic organizations, other agencies, and the private sector. To this end, an aggressive public outreach component must be included in the implementation of each Action Item. This public outreach component will build upon the public outreach efforts that took place during the development of the Strategic Framework Element and Action Plan.

Public Facilities and Infrastructure Overview

Improved infrastructure and public facilities must be in place in order for many of the proposed village locations to be viable. In addition, funding is needed to implement and maintain additional village amenities, such as street trees, pocket parks, and community parking structures. As a step toward securing additional revenue sources, Action 3.a directs that a financing strategy be developed that identifies new revenue sources and encourages the formation of partnerships. New revenue sources would require the approval of the City Council and/or the electorate.

Action 3.c is also related to facilities. This action calls for an expanded Community Facilities Element to be added to each community plan. The Community Facilities Element would provide a mechanism to prioritize the provision of facilities and provide policy guidance for the development of Community Facilities Financing plans. The Community Facilities Financing plans would identify existing and future facilities needs in each community, and begin to identify the potential funding sources to meet those needs (Action 3.d).

The Metropolitan Transit Development Board's (MTDB) Transit First program is another essential component of the strategy that requires additional funding to implement. The San Diego Association of Governments (SANDAG) and MTDB are investigating funding sources that will allow transit service improvements to be phased in over time.

Monitoring Program

The Planning Department will prepare an annual report on the City of Villages Implementation Monitoring Plan to the Planning Commission and City Council. The Implementation Monitoring Plan will measure progress toward attainment of the following factors:

- 2020 Housing Goals by Community Plan Area (Appendix A). Housing goals are listed in a table that identifies the range of residential units, by community plan area, that would fully implement the City of Villages strategy related to housing supply. This is the range of units that was used as the basis for the Strategic Framework Element Environmental Impact Report analysis.
- Implementation of Action Items.
- Relevant "Sustainable Community Program Indicators" (Appendix B). Indicators are used to monitor progress toward a goal. San Diego's Sustainable Community Program Indicators were developed by various agencies and members of the public to measure the region's long-term health, or sustainability, on a variety of topics.

Potential Partners

The City must form many partnerships to successfully implement the Action Items.

Potential partners in implementation include:

Air Pollution Control District	San Diego Association of Governments (SANDAG)
Business Improvement Districts	San Diego Gas & Electric
California Department of Transportation (CALTRANS)	San Diego County Bicycle Coalition
California Integrated Waste Management Board	San Diego Regional Energy Office
Center for Policy Initiatives	San Diego Water Quality Control Board
Centre City Development Corporation	San Diego World Trade Center
Chambers of Commerce	School Districts
Citizen Committees	School-Related Groups
City of San Diego Departments	Social Service Providers
City/County Reinvestment Task Force	Southeastern Economic Development Corporation
Civic and Community Associations	State of California
Commercial Brokers/Real Estate Industry Groups	Tree Advisory Board
Commission for Arts and Culture	United States Department of Energy
Community-Based Coalitions	United States Environmental Protection Agency
Community Colleges	Universities
Community Development Corporations	Utilities Providers
Community Planning Groups	Vocational Groups
Council of Design Professionals	Walk San Diego
County Department of Environmental Health	Workforce Partnership
Cultural Organizations	
Development and Design Industry	
Economic Development Corporation	
Elected Officials	
Environmental Groups	
Development Industry	
Historic Preservation Groups	
Housing Commission	
Labor/Union Groups	
Lending Institutions	
Local Jurisdictions	
Metropolitan Transit Development Board (MTDB)	
Non-Profit Organizations	
Park and Recreation Board and Design Review Committee	
Parking Meter District Representatives	
Professional Associations	
Project Area Committees	
Public Health Community	
Regional Technology Alliance	

Planning Department Action Plan Priorities

The Action Plan identifies many actions that are needed to implement the Strategic Framework Element. The Planning Department has already started to work on, or will take the lead on completing the following high priority Action Items in 2002-2004:

- *Action 1.a Identify potential village centers and corridors on the City of Villages map.
- Action 1.b Update the Urban Design Element of the General Plan.
- *Action 1.e Revise Council Policy 600-23 to clarify designations of open space and retention of City-owned open space throughout the City.
- *Action 2.a Promote distinctive neighborhoods through land use plans and current projects.
- *Action 3.a Develop a financing strategy that identifies new revenue sources and encourages the formation of partnerships to remedy the public facilities shortfall for parks, libraries, local streets and sidewalks, and fire stations in urbanized communities.
- *Action 3.c Include a Community Facilities Element in each community plan, in conjunction with Action 9.b.
- Action 3.e Update the Recreation Element of the General Plan and develop a Park Master Plan.
- *Action 4.a Adopt a Conservation Element of the General Plan that addresses: resource protection, energy conservation, pollution prevention, storm water and urban runoff, land development, social equity, and education.
- *Action 4.b. Develop energy conservation, supply, and efficiency programs.
- *Action 4.d Decrease storm water and urban runoff pollution.
- Action 5.a Adopt a Mobility Element of the General Plan that incorporates the Metropolitan Transit Development Board's Transit First network of projects, design concepts, land use coordination measures, and transit priority measures.

- *Action 5.b Revise and implement the City's Street Design Manual to ensure that street design is comfortable, convenient, and attractive to pedestrians.

- *Goal 6 Address housing initiatives outlined in the Housing Element of the General Plan.

- Action 7.a Adopt an Economic Prosperity Element of the General Plan that contains coordinated and comprehensive economic prosperity goals, objectives and implementation measures.

- Goal 8 Design neighborhood-specific strategies to promote equitable development and avoid displacement of existing residents, and preserve desired neighborhood character.

- *Action 9.b With extensive public input, amend community plans to designate village sites, prepare Community Identity and expanded Community Facilities elements, and identify employment lands. Initially amend five to eight community plans.

- Action 9.d Evaluate Council Policies for consistency with the Strategic Framework Element and take appropriate actions as needed.

- Action 9.e Adopt a Land Use Element of the General Plan to establish the relationship between the General Plan and the community plans.

- *Action 9.g Select and develop master plans for at least three pilot villages.

- *Action 9.h Work with MTDB on Transit First Showcase Projects.

- *Action 9.i Continue to work with San Diego City Schools on a pilot project to design an urban, joint-use school campus.

- *Action 9.k Increase community outreach and education efforts.

*Indicates Action Items that are under way.

Goal 1: *Protect Our Distinctive Urban Form*

Strategic Framework Element Core Values: We value the natural environment. We value the City's extraordinary setting, defined by its open spaces, natural habitat, and unique topography. We value the physical, social and cultural diversity of our city and its neighborhoods. We value a compact, efficient, and environmentally sensitive pattern of development.

Strategic Framework Element Urban Form Policy Recommendations: Allow the natural environment to define and shape the City's form. Create diverse village centers to accept intense commercial and residential development.



San Diego is one of the few major metropolitan areas built upon and around a canyon system. The City's urban form is loosely based upon a naturally connected system of open space, characterized by valleys, canyons, and mesas. These diverse natural features also define the boundaries and gateways into the City's distinct neighborhoods. As San Diego grows, its urban form must increasingly respect the existing natural template and create diverse village centers.

ACTION ITEMS include:

1.a City of Villages Map

Identify mixed-use Neighborhood and Urban Village Centers and Transit Corridors on the City of Villages map.

Lead Department: Planning • Staff Funding: Yes

1.b Urban Design Element

Update the Urban Design Element of the General Plan to address:

- Transit First design concepts (see Item 5.a).
- Transit-Oriented Development Design Guidelines.
- Street design in relation to neighborhoods (urban v. suburban), village centers, topography, and open space areas.
- Pedestrian-oriented signage and wayfinding programs.
- Public spaces per Action 2.b.
- Industrial/residential interface standards per Action 7.c.
- Big box and super center guidelines addressing neighborhood compatibility and walkability.
- Design concepts applicable for citywide application. The community plans and other long-range plans should contain guidelines specific to each community.
- Crime Prevention through Environmental Design principles to address: surveillance, access control, territoriality, and maintenance.

Lead Department: Planning • Staff Funding: Yes

1.c Community Identity Elements

Develop Community Identity elements in conjunction with the designation of village areas to help preserve community identity, create diverse village centers, and preserve quality of life. As needed, the new elements should:

- Highlight the natural form of the community (topography, river valleys, coastal edges, hillsides, and promontories). Natural features should be legible from crossing points in the circulation system, and should be distinguished with appropriate landmarks.
- Define neighborhood and community edges and linkages by either natural open space or urban enhancements (such as streetscape improvements, art, landscaping, and architectural themes) to celebrate gateways and entrances.
- Provide an updated analysis describing the natural environment endemic to each community, and develop strategies in the plan for reflecting this in the built environment.
- Complete a comprehensive needs assessment to determine where immediate environmental and design improvements are required.
- Identify and protect sensitive lands while clarifying which lands are appropriate for development.
- Identify and protect urban forest resources.
- Address distinctive neighborhood recommendations (Action 2.a).

Lead Department: Planning • Staff Funding: Yes

1.d Environmentally Sensitive Lands

- Evaluate whether Environmentally Sensitive Lands regulations implement Strategic Framework Element values calling for the natural environment to dictate the City's form. Revise criteria and/or guidelines for ridge line and hillside protection if needed, recognizing that there are trade-offs between ridge line and hillside impacts.
- Consider amendments related to riparian resource protection as needed. For example, to improve water quality the regulations could be revised to allow revegetation and best management practices in degraded wetlands.

Lead Departments: Planning/Development Services/Park and Recreation/General Services
Staff Funding: To be determined

1.e Open Space

Revise Council Policy 600-23 to clarify designations of open space and retention of City-owned open space throughout the City.

Incorporate relevant parts of Council Policy 600-23 into the Conservation (Action 4.a) and Recreation (Action 3.e) elements of the General Plan.

Lead Departments: Planning/Park and Recreation/Real Estate Assets • Staff Funding: Yes

Goal 2: Protect and Enhance Neighborhood Quality

Strategic Framework Element Core Values: We value safe and secure neighborhoods. We value schools as an integral part of our neighborhoods and equitable access to quality educational institutions. We value the physical, social, and cultural diversity of our city and its neighborhoods. We value the City's multiplicity of arts, cultural, and historic assets. We value parks and public spaces accessible by foot, transit, bicycle, and car, as areas to support neighborhood, community, and regional interaction and to provide convenient recreational facilities and programs. We value schools as an integral part of our neighborhoods and equitable access to quality educational institutions.



Strategic Framework Element Neighborhood Quality Policy Recommendations: Maintain the distinctive character of communities and preserve single-family neighborhoods. Increase walkability in neighborhoods.

As San Diegans, we value the distinctive character, safety and security, diversity, and sense of community in the City's many neighborhoods. Our goal is to create vibrant and diverse village centers incorporating a mix of uses, public spaces, civic or educational uses, tree-lined streets, and opportunities for arts and culture. Historic resources will be addressed in a comprehensive manner and, where present, will be incorporated into many of the village centers.

ACTION ITEMS include:

2.a Distinctive Neighborhoods

Promote distinctive neighborhoods through land use plans and current projects.

- Preserve and protect each community's natural form through implementation of Community Identity Element recommendations (Action 1.c).
- Require that the built environment be of a high design quality.
- Prepare design guidelines that create diversity rather than homogeneity. Design guidelines should not dictate architectural style.
- Identify and/or create landmarks.
- Support the design and installation of neighborhood signs unique to each community.
- Determine high priority areas where pedestrian lighting should be installed.

Lead Departments: Planning/Commission for Arts and Culture • Staff Funding: Yes

2.b Public Spaces

Maximize the opportunities for community oriented public spaces through community planning, private development, public projects, and civic design.

- Locate, design, and initiate the joint use of public facilities to create convenient community centers and to reduce the land area required for each.
- Influence public infrastructure expenditures to implement the village strategy at the federal, state, and local levels of government.
 - ◊ Collocate public services.
 - ◊ Design new public buildings as catalysts for private development.
- Amend the Land Development Code or create a new Council Policy to require that some types of public and private development projects include public spaces (e.g., squares, plazas or meeting rooms).
- Address the role of parks as community and neighborhood centers in the Recreation Element update (Action 3.e).
- Engage the community in the design of public spaces.
- The update of the Urban Design Element of the General Plan (as outlined in Action 1.b) should include policy guidance for locating and designing public/semi-public gathering spaces.
- Encourage the inclusion of public art and cultural activities in parks and other public spaces.

Lead Departments: Planning/Park and Recreation/Library/General Services/Commission for Arts and Culture and Other affected departments • Staff Funding: To be determined

2.c Historic Preservation

Maintain the historic fabric of neighborhoods.

- Survey and designate historic districts and structures.
- Use appropriate zoning to help preserve historic resources.
- Use community plans to initially identify potentially historic structures or areas.
- Apply design guidelines within districts.
- Research how designated sites can use transfer of development rights legislation.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes

2.d Safety and Security

Promote development of safe and secure neighborhoods.

- Implement Crime Prevention through Environmental Design (CPTED) measures addressing: surveillance, access control, territoriality, and maintenance.
- Promote police/neighborhood partnerships and problem solving.
- Rehabilitate abandoned properties.
- Promote mixed-use development to increase the level and hours of activity in commercial/employment areas.

- Evaluate the impact of street width/design on vehicle speeds through neighborhoods, including issues of enforcement of speed limits on wide streets.

Lead Departments: Planning/Transportation/Police • Staff Funding: Yes

2.e Infill Development

Focus on improving the quality of infill development.

- Evaluate the building code for multi-family housing sound attenuation standards and recommend changes as needed.
- Form partnerships including City staff, developers, decision-makers, and citizen activists to work together to achieve good projects.
- Evaluate alternative ways of complying with Americans With Disabilities Act (ADA) requirements.

Lead Departments: Planning/Development Services/Community and Economic Development

- Staff Funding: To be determined

2.f School Design

- Public schools at all levels should be designed so they function as centers for community activities by providing facilities such as recreation space, libraries, and gathering spaces.
- Promote the development of schools/community learning centers as mixed-use projects with housing, not subject to typical facilities standards.
- Seek greater flexibility in state requirements on school design standards.

Lead Departments: School Districts/Affected Departments • Staff Funding:
To be determined

2.g Arts and Culture

Develop General Plan Policies which specifically address Arts and Culture.

Lead Department: Commission for Arts and Culture/Planning • Staff Funding: Yes

Goal 3: Provide Public Facilities and Services

Strategic Framework Element Core Value: We value that the availability of public facilities, infrastructure, transit, information infrastructure, and services that are essential to neighborhood quality and necessary companions to density increases.

Strategic Framework Element Public Facilities Policy Recommendations: Facilitate development patterns that can be served by adequate infrastructure. Focus infrastructure investments in communities that demonstrate a need for such resources.



In order to achieve progress in meeting current and future facilities needs, we must direct new growth into development patterns that can be served efficiently, target existing funds to support desired growth patterns, and consider new or expanded funding sources. Infrastructure needs, including wastewater and storm water runoff facilities, must be identified early on to coordinate planning, financing and construction of multiple improvements. Solid waste disposal facilities and underground storage tanks are also a part of the City's infrastructure. In addition, there must be attention to the maintenance, operations, and everyday cleanliness of villages.

ACTION ITEMS include:

3.a Financing Strategy

Develop a financing strategy that identifies new revenue sources and encourages the formation of partnerships to remedy the public facilities shortfall for parks, libraries, local streets and sidewalks, and fire stations in urbanized communities. The strategy should:

- Support state/local government fiscal reform efforts which provide a state return of locally generated taxes comparable to San Francisco and Los Angeles.
- Take steps toward “regionalization” of the infrastructure expense borne by the citizens of San Diego to support regionally beneficial growth policies.
- Coordinate with others for more efficient use of shared resources.
- Consider additional user fee and taxation measures.

Lead Departments: Planning/Financing Services/Governmental Relations

Staff Funding: Yes

3.b General Plan Public Facilities Element

Update the Public Facilities Element of the General Plan to establish citywide priorities for the provision of facilities and to provide guidance for the Community Plan Facilities elements.

Lead Department: Planning • Staff Funding: Yes

3.c Community Facilities Element

Include an expanded Community Facilities Element in each community plan as a part of the community plan amendments described in Action 9.b.

The Community Facilities Element will:

- Identify public facilities needs in each community.
- Establish policy direction on the desired character, prioritization, and mix of needed community facilities.
- Address the management, operation, and maintenance of infrastructure, and reconstruction or replacement of aging infrastructure.

Lead Department: Planning • Staff Funding: Yes

3.d Community Facilities Financing Plans

Use the Community Facilities Element as the policy document to update each community's Facilities Financing Plan. The Facilities Financing Plan will:

- Identify all public facilities needed in each community.
- Identify available funding sources, as well as joint use and partnership opportunities with other public entities.
- Provide a mechanism for the community to prioritize the provision of public facilities.
- Include a variety of facilities that could potentially meet the needs of diverse neighborhoods, with consideration to:
 - ◇ Recognize that some of the identified facilities may go beyond what has been typically provided in facilities plans and will likely require funding outside the scope of traditional funding sources.
 - ◇ Minimize adverse impacts associated with land acquisition in urbanized areas.
 - ◇ Incorporate additional amenities, such as public art, landscaping, and increased pedestrian-scale lighting, into the prioritization process.

Lead Department: Planning • Staff Funding: Yes

3.e Recreation Element

Update the Recreation Element of the General Plan to:

- Develop a Park Master Plan that includes a needs assessment and implementation strategies to address inequitable access to recreational resources.
- Include policies to improve equitable public access to recreational resources, as appropriate such as the beach, scenic views areas, and public open space.
- Expand options for how communities can meet park and recreation standards. The standards should take into account land constraints, joint use opportunities, and the potential for integrating public/social space with recreation space.
- Explore recreational/water quality facility partnerships, such as using park and storm water funds to construct joint riparian/park facilities. (See also Action 4.d).
- Discuss the role of pocket parks and plazas in meeting recreational needs.

Lead Departments: Planning/Park and Recreation • Staff Funding: To be determined

3.f Ongoing Financing Mechanisms

Expand applications of existing mechanisms to fund infrastructure and facilities.

- Continue to implement impact fee programs.
- Pursue federal/state grants and loans for specific project categories, emphasizing the benefits of multi-use planning.
- Continue to review excess City properties for usable parcels.
- Expand the use of Council Policy 900-11 to involve artists in capital improvement projects and public facilities design.
- Expand the use of parking meter districts and use meter funds for village amenities where possible.
- Encourage the formation of Business Improvement Districts, Maintenance Assessment Districts, and Utility Assessment Districts.
- Continue to use Redevelopment tax increment to finance public facilities.

Lead Departments: Planning/Financing Services/MWWD/Water/Transportation/General Services/Governmental Relations/Community and Economic Development • Staff Funding: Yes

3.g Information Infrastructure

Install information infrastructure, such as fiber-optic cable, as a way to make telecommuting more feasible and reduce travel demand. The availability of information infrastructure can also influence the location of employment uses.

- Work with providers to ensure timely and equitable installation of infrastructure.

Lead Departments: Development Services/Planning/Financing Services • Staff Funding: No

Goal 4: Promote Conservation and Protect the Environment



Strategic Framework Element Core Values: We value a future that meets today's needs without compromising the ability of future generations to meet their needs. We value the conservation, preservation, and environmental quality of our natural resources.

Strategic Framework Element Conservation and Environmental Policy

Recommendations: Conserve, protect and restore natural resources. Encourage efficient land use and development.

San Diego's beauty and character is due in large part to the natural resources that make it a unique and wonderful place. San Diego's mountains, beaches, bays, proximity to the desert, and other natural land forms define the City. Some of the most unique, and unfortunately threatened and endangered, plants and animals in the nation are concentrated in the San Diego region. San Diego's quality of life hinges on the protection of these natural resources, particularly as the population increases, not only to ensure that San Diego's beauty remains, but also to safeguard imported resources such as energy and water for the future. Environmental quality also contributes significantly to the long-term economic prosperity of the City.

The City of San Diego is committed to conserving and restoring natural resources, preventing harm to the environment and human health, and promoting a sustainable future. This commitment shall guide future decision-making, policies, and programs.

ACTION ITEMS include:

4.a Conservation Element

Adopt a Conservation Element into the General Plan that further addresses, but is not limited to the Strategic Framework policy recommendations for resource protection, pollution prevention, energy conservation and efficiency, storm water and urban runoff, land development, environmental equity, and education policies. The Element should also include recommendations to:

- Continue and enhance existing conservation programs and policies, and develop proactive programs and policies where needed.
- Ensure that policy decisions and programs address cumulative and long-term environmental impacts.

Lead Departments: Planning/Environmental Services/General Services • Staff Funding: Yes

4.b Energy Programs

Develop energy conservation, supply, and efficiency programs that:

- Maintain a centralized Energy Conservation and Management Program and Comprehensive Plan for all City of San Diego operations.
- Increase the City's capacity at its power generating facilities, with an emphasis on clean, renewable energy.
- Determine the feasibility of a municipal utility district.
- Incorporate heat island reduction measures into the appropriate site and street design guidelines, landscape standards, and building codes in order to reduce ambient temperatures for greater energy efficiency. For example, hardscape surfaces such as roofs, streets, and parking lots can be cooled with shade street trees, reflective roofs, reflective pavements, and urban vegetation.
- Maintain and promote water conservation and water recycling programs as a means of conserving energy.

Lead Departments: Environmental Services/Planning Department • Staff Funding: Yes

4.c Green Buildings

Evaluate and revise City policies, codes, guidelines, and practices to work toward the city-wide development of green buildings that use renewable energy and conserve energy through design, location, construction, and operation. Green building techniques include resource-efficient design, renewable resources material selection, gray water systems, low-waste and pollution-reducing landscaping techniques, passive solar design elements, and solar site orientation. Policies, programs, and regulations should be developed to:

- Require all City facilities and City-funded construction projects to incorporate green building components, including the Pilot Village program.
- Make progress toward the citywide use of green building techniques in private development.
- Provide incentives to builders/owners that employ green building techniques.
- Provide technical service in partnership with other agencies.
- Require buildings to have a north-south orientation, maximum south-facing glazing, and roof overhangs to improve overall energy efficiency.
- Develop and expand programs for native plant propagation and use, especially on City facilities.

Lead Departments: Planning/Development Services/Environmental Services/General Services
Staff Funding: yes

4.d Storm Water and Urban Runoff

Adopt, amend and/or enforce City policies, regulations and programs to decrease storm water and urban runoff pollution. Actions are needed to:

- Develop storm water and urban runoff prevention policies that are consistent with the federal Clean Water Act and the California Regional Water Quality Control Board.

- Develop a master drainage plan and associated utility district to construct and maintain an integrated system of storm water treatment facilities for new and existing development.
- Amend the Street Design Manual, the Drainage Design Manual, and the Land Development Code to minimize and reduce impervious hardscape surfaces and increase permeable vegetated surfaces, and manage storm water with an emphasis on filtering water through permeable vegetated surfaces, rather than only through conventional conveyance techniques.
- Improve the control of runoff, sedimentation, and erosion both during and after construction through plan review, permit conditions, field inspections, and enforcement.
- Use pollution-prevention strategies supplemented by source control, and treatment control Best Management Practices to prevent and reduce water pollution.
- Continue development of an inspection and maintenance program for storm drain structures, thereby reducing pollutants that reach the ocean.
- Adjust the storm drain fee system to fund storm water pollution-prevention activities. Evaluate a fee system based on a site's expected hardscape and pollutants levels, which provides incentives for redevelopment that minimizes pollutants from a site.
- Continue ongoing development of storm water and urban runoff pollution prevention programs.
 - ◊ Where appropriate, treat low dry weather flows, including sewage overflows, through the wastewater collection system to prevent beach and bay pollution.
 - ◊ Use City facilities (e.g., parks) for filtration and revegetation systems to improve water quality and prevent urban runoff pollution. (See also Action 3.e).
 - ◊ Reduce or eliminate the use of hazardous and toxic materials by residences, businesses, and public agencies to minimize the levels of pollutants entering the air, soil, and water.
 - ◊ Develop a comprehensive watershed planning program to protect watersheds wholly or partially within the City in partnership with other jurisdictions.

Lead Departments: Planning/General Services/Environmental Services • Staff Funding: Yes

4.e Environmental Education

Create and sponsor environmental education opportunities and community efforts in cooperation with schools, colleges, museums, community groups and other agencies so that individuals, organizations and businesses are aware of their impacts on the environment. These efforts should:

- Educate the public about the true costs of automobile use, including air and water pollution, infrastructure subsidies, and safety and health issues.
- Continue to implement the ongoing comprehensive storm water pollution prevention education program.
- Encourage energy conservation for residents and businesses.

Lead Departments: Planning/Environmental Services/General Services

Staff Funding: To be determined

4.f Topographic and Open Space Resources

Improve the effectiveness of existing policies and regulations to protect topographic and open space resources. (Also see Action 1.d.)

- Promote interdepartmental coordination and cooperation to implement conservation policies.
- Enhance efforts to preserve and restore urban open space (e.g., urban canyons, parks) and other natural amenities.
- Complete implementation of the Multiple Species Conservation Program (MSCP) through acquisition of open space.
- Develop and implement open space management plans for all open space areas owned by the City of San Diego, including MSCP lands.
- Increase efforts to minimize erosion caused by public and private alterations of cliffs, hillsides, and shorelines.

Lead Departments: Planning/Park and Recreation/General Services

Staff Funding: To be determined

4.g Resource Conservation

Increase efforts to conserve renewable and non-renewable resources through greater efficiency, reuse, and recycling.

- Expand recycling programs to include multiple dwelling units and businesses as feasible.
- Increase use of reclaimed water and captured storm water for landscaping and industrial activities to reduce the volume of wastewater and urban runoff.
- Provide incentives to developers to install gray water systems.
- Encourage businesses in environmental technologies, material recycling, energy efficiency, and brownfields.

Lead Departments: Planning/Environmental Services/MWWD/Water/General Services

Staff Funding: Yes

4.h Air Quality

Work with MTDB and the Air Pollution Control District (APCD) to improve air quality.

- Reduce auto emissions by increasing transit ridership and promoting walkable communities per Goal 5.
- Support efforts to increase the fleet of zero-emission and low-emission buses.

Lead Department: Planning/Environmental Services • Staff Funding: Yes

Goal 5: Increase Mobility and Walkable Communities



Strategic Framework Element Core Values: We value a convenient, efficient, aesthetically pleasing, and multi-modal transportation system. We value walkable communities with tree-lined streets. We value parks and public spaces, accessible by foot, transit, bicycle, and car, as areas for neighborhood, community and regional interaction and convenient recreation.

Strategic Framework Element Mobility Policy Recommendations: Integrate land use and transportation planning to improve mobility. Support plans that make transit a viable option for peak and non-peak trips.

With congestion, road rage, childhood obesity, gasoline prices, and surface runoff problems on the rise, it is clear that we must start to provide more meaningful choices to individuals who want to reduce their dependence on the automobile. Making walking and transit use more pleasant and viable forms of transportation is a good way to start. Walking can be an effective way to make short trips to school, stores, services, and transit stops. We can start to make our communities more walkable through attention to the planning of neighborhood streets and sidewalks, a mix of land uses, and urban design.

We recognize that transit is an essential component of our mobility system and support implementation of the “Transit First” plan. The Transit First strategy is the product of a market-based, strategic planning development program undertaken by the Metropolitan Transit Development Board (MTDB). It is characterized by: a rich network of high speed routes, 10-minute service frequency, extensive use of transit priority measures, walkable community designs, stations integrated into neighborhoods, and customer focus in services and facilities. The San Diego Association of Governments (SANDAG) is incorporating the Transit First plan into the Regional Transit Vision, which is a part of the 2030 Regional Transportation Plan (RTP). The RTP is the region’s long-range blueprint for transportation improvements.

ACTION ITEMS include:

5.a Mobility

- Replace the Transportation Element of the General Plan with a new Mobility Element to:
 - ◇ Incorporate the Transit First network of projects, design concepts, land use coordination measures, and transit priority measures.
 - ◇ Coordinate policies and projects with the 2030 Regional Transportation Plan.
 - ◇ Identify needed improvements to City arterial roads.
 - ◇ Pursue interconnected signal system infrastructure for transit priority.
 - ◇ Emphasize the need to manage, operate, and maintain the arterial system.
 - ◇ Incorporate the City’s Bicycle Master Plan.
 - ◇ Identify a strategy to improve the pedestrian environment.

- Work with MTDB and SANDAG to provide high-quality transit services to villages through implementation of the Transit First program.
 - ◊ Demonstrate a high level of transit/land use integration through village design and development.
 - ◊ Ensure that the Transit First network and Regional Transit Vision provide high quality service to existing and proposed villages and corridors.
 - ◊ Seek increased funding for transit operations and capital improvements.
 - ◊ Update the Transit Area Overlay Zone to include areas designated to receive a high level of transit service under the Transit First plan.
 - ◊ Implement Showcase Projects (see Action Item 9.h).

Lead Departments: Planning/Transportation • Staff Funding: Yes

5.b Street Design Manual

Revise and implement the City's Street Design Manual to:

- Ensure that street design is comfortable, convenient, and attractive to pedestrians.
- Encourage street tree planting to create a more comfortable and attractive pedestrian environment. Also facilitate and expand opportunities for street tree plantings in medians, planter areas, and parkways. Use reclaimed water for irrigation where possible.
- Strike a balance in the street design objectives that optimize fire truck operations, pedestrian safety, reductions in neighborhood speeding problems, and other neighborhood and environmental objectives.
- Increase sidewalk widths as needed.
- Adjust standards to allow smaller curb returns to reduce pedestrian crossing distances.
- Adjust standards to allow narrower streets under certain conditions.
- Weigh aesthetic design goals equally with engineering issues.
- Make greater use of public art for enhancement of medians, roundabouts, street furniture, etc.
- Make greater use of medians as pedestrian refuges.
- Review policies for use of enhanced paving.
- Provide standards that allow for the development of neotraditional local streets.
- Include guidelines for roundabouts.
- Include examples of transit priority measures.
- Consider raising average daily trip limitations on certain street classifications.
- Develop prototype urban village street standards, if needed.
- Offer incentives for development of an interconnected street network.
- Address the provision of pedestrian lighting.

Lead Departments: Planning/Transportation/Police/Fire • Staff Funding: Yes

5.c Street Network

Design new neighborhoods and modify the existing street network to better support walking, transit, and bicycling.

- Establish new street/trail connections in communities where the existing street layout is dysfunctional for pedestrians and bicyclists.
- Design for walkability in all long range and current planning projects.
- Take advantage of existing community walking maps and develop new ones as needed.
- Promote development of trails and paths to offer alternative pedestrian and bicycle routes and as recreational opportunities.
- Use traffic calming techniques to slow or deter traffic through neighborhoods.
- Assist with Safe Routes to Schools implementation to improve the safety of children walking or biking to school.
- Expand funding for pedestrian/bicycle improvement projects in the 2030 Regional Transportation Plan.
- Add pedestrian amenities to Capital Improvement Project street construction/repair projects.
- Amend the Council Policy on gated communities to include more specific findings about when gates can be used.
- Promote development of an interconnected street system, including integration with private streets and driveways, that offers direct and multiple pedestrian connections.
- At the community plan level, determine high priority areas where pedestrian and bicycle path lighting should be installed.

Lead Departments: Planning/Transportation • Staff Funding: Yes

5.d Pedestrian Crossings

Review Council Policy 200-07 on pedestrian crossings (including use of "No Pedestrian Crossing" signs) to give higher priority to pedestrians.

Lead Departments: Transportation/Planning • Staff Funding: Yes

5.e Walkable Destinations

Mix land uses to create walkable destinations.

- Strategically locate schools, parks, post offices, libraries, and other public uses to be accessible by foot, bicycle, and transit.
- Include commercial and service uses such as day care centers, dry cleaners, restaurants, and copy centers within employment centers.
- Promote job and housing development within walking distance of each other.
- Promote senior housing in walkable communities.
- Private streets, driveway aisles, and pedestrian paths within village developments should be designed to create multiple, direct, and convenient pedestrian connections for people walking to and within the centers.
- Address parking issues per Action 9.c.

Lead Department: Planning • Staff Funding: Yes

5.f Active Streetscape

Design buildings to create an active streetscape and improve neighborhood safety through natural surveillance.

- Apply commercial/mixed-use zoning that requires parking to be located to the side or rear of a building, with building entrances on the street.
- Apply residential zoning and/or design guidelines that require an active streetscape (e.g., front doors, porches, and windows facing the street).
- Encourage greater use of shared parking, including community parking structures.
- Address parking issues per Action 9.c.

Lead Departments: Planning/Development Services/Community and Economic Development

Staff Funding: Yes

5.g Grading

Amend the City's grading regulations to require convenient pedestrian access points from new development to adjacent uses and streets. The access points must meet Americans With Disabilities Act (ADA) standards.

Lead Departments: Planning/Development Services • Staff Funding: To be determined

Goal 6: *Increase Housing Affordability*



Strategic Framework Element Core Value: We value housing affordability throughout the City and an overall diversity of housing types and costs.

Strategic Framework Element Housing Supply and Affordability Policy Recommendations: Ensure that the housing supply accommodates future population growth. Improve housing affordability throughout the City.

Increased housing opportunities (in terms of amount of land, location, density, type, size, and cost) are needed to accommodate future population growth, changing demographics, and to enable the workforce to live near employment centers. The provision of affordable housing can also assist the City of San Diego in meeting social equity and economic prosperity goals. Ensure that the City's Housing Element and ongoing affordable housing programs include the following recommendations:

6.a Affordable Housing Funding

Increase funding for affordable housing.

- Apply for federal and state grants related to the provision of housing including the Jobs Housing Balance Incentive Grant Program and Downtown Rebound Grant.
- Increase funding for the Housing Trust Fund.
- Lobby for increased caps on federal tax-exempt financing and tax credits for affordable housing.

Lead Departments: Planning/Housing Commission/Governmental Relations/Community and Economic Development • Staff Funding: Yes

6.b Housing Partnerships

Form partnerships to further affordable housing goals.

- Involve the business community to find solutions to the lack of affordable housing.
- Collaborate with business, development, and other sectors to expand public education efforts to help reduce community concerns regarding affordable housing.

Lead Departments: Planning/Development Services/Community and Economic Development/Housing Commission • Staff Funding: Yes

6.c *Housing Supply*

Increase the overall supply of housing and facilitate development of affordable housing through application of appropriate land development regulations and permit processing procedures.

- Encourage mixed-use, co-housing, companion units, and single-room occupancy residential hotel developments.
- Apply land development code tools to facilitate these development types. Propose code amendments if needed to further accomplish goals.
- Apply regulations and incentives to achieve mixed-income housing.
- Amend regulations to facilitate companion unit development.
- Create realistic parking requirements that reflect actual rates of vehicle ownership.
- Offer incentives for desired housing types (e.g., density bonus, fee adjustments, adjustments to floor area ratios (FAR) setback, parking, height, etc.).
- Where they do not currently exist, establish minimum, as well as maximum density designations in community plans.
- Require that residential developments comply with the minimum as well as the maximum densities designated in community plans.
- Evaluate whether existing regulations (Land Development Code Section 143.0430) addressing the lot size of single-family infill development inhibit achieving community plan designated densities.
- Provide replacement housing for people displaced from demolished affordable housing units.
- Evaluate whether regulations can be simplified.
- Continue to require that an analysis of impacts to housing supply and affordability be included in planning reports for all discretionary projects involving housing, including non-residential projects that generate a demand for housing.

Lead Departments: Planning/Development Services/Community and Economic Development/
Housing Commission • Staff Funding: To be determined

6.d *Distribution of Housing*

Improve housing affordability throughout the City.

- Ensure that all community plans designate and zone for a variety of housing types and densities.
- Create a flexible inclusionary housing program that includes incentives for developers.
- Provide opportunities for affordable housing throughout the City so that low-wage earners can live near their jobs.
- Update the Council's Balanced Communities Policy.
- Include affordable housing programs to mitigate displacement effects in communities.

Lead Departments: Planning/Housing Commission/Community and Economic Development
Staff Funding: Yes

Goal 7: Promote Economic Prosperity and Regionalism



Strategic Framework Element Core Values: We value the health, economic prosperity, and well being of our citizens. We value mutually beneficial cultural and economic ties with Mexico and our neighbors in Latin America. We value maintaining and encouraging a diverse economy to achieve a rising standard of living for all San Diegans. We value regional cooperation and coordination to resolve regional growth issues, and support regional collaboration to meet economic prosperity goals.

Strategic Framework Element Economic Prosperity and Regionalism Policy

Recommendations: Retain and attract businesses that diversify the economic base and offer high quality employment opportunities. Lead regional collaboration and strengthen border relations.

To address the shortage of available employment land, land appropriate for employment uses should be designated in key areas throughout the city, including recognizing where underutilized land uses could be redeveloped as employment uses. Subregional Districts and Urban Village Centers will play an important role in the City's economic prosperity strategies by providing the appropriately designated land and infrastructure needed to support business development and a variety of employment and housing opportunities.

ACTION ITEMS include:

7.a Economic Prosperity Element

Adopt an Economic Prosperity Element of the General Plan that contains coordinated and comprehensive economic prosperity goals, objectives and implementation measures.

The Element should specifically:

- Establish citywide policies for the retention, reuse, and intensification of employment land.
- Promote development of infill industrial sites and establish incentives to support industrial uses in existing urban areas.
- Determine target goals for retail, commercial, and employment development in Urban Villages, Transit Corridors, and Subregional Districts. Limit retail commercial development in Subregional Districts that are targeted for more intense employment uses.
- Establish policies and criteria that limit the redesignation of existing industrial land to other uses. Criteria should address the need to mitigate existing land use conflicts.
- Include citywide criteria for the reuse of vacant or underutilized big box retail or wholesale centers to non-commercial uses.
- Establish overall economic development policies regarding use of redevelopment areas and enterprise zones.

- Establish policies encouraging collocation of employment and residential uses.
- More specifically define corporate headquarters, multi-tenant office, and other uses that do not have a research and development or manufacturing component.
- Identify areas where land uses should be restricted and where middle-income employment land uses should be expanded. In general, the range of permitted land uses should be most restricted in the northern portion of the City and less restrictive in the southern portion.
- Establish policies to maintain and expand wholesale trade sector uses near ports, ports-of-entry, commercial airports, and other existing and proposed transportation infrastructure facilities.
- Address safety standards to guide the proximity between residential and industrial uses, and provide for a phased elimination of existing incompatible uses.
- Identify incentives including, but not limited to: increased floor area ratio, average daily trip credits for new transit or transportation demand management measures, financial and tax incentives to encourage the development of middle-income employment uses, and measures that facilitate expansion of high technology business facilities.
- Identify broadly distributed locations for high-technology business facilities.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes

7.b Employment Lands

As a part of Action 9.b, amend groupings of community plans to:

- Intensify employment uses in Subregional Districts and Urban Centers concomitant with transit improvements.
- Intensify other underutilized employment lands that are served by existing or planned transit.
- Identify areas in Subregional Districts appropriate for collocation of employment and residential uses.
- Designate and preserve areas for employment uses.
- Encourage high-technology clusters in the southern portion of the City.
- Designate transit corridors where employment uses should be emphasized.
- Include a connected binational village on both sides of the United States and Mexican border.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes

7.c Industrial Zones

Monitor implementation of the Land Development Code (LDC) and propose additional amendments if needed to further:

- Address industrial zone permitted land uses and mixed-use design standards, including analysis of industrial/commercial/residential mixed use.
- Increase floor area ratio/coverage maximums in the applicable zones of subregional districts or areas with transit availability.
- Investigate the use of transit credits for floor area ratio increases for industrial areas outside of subregional districts.

- Maintain and expand opportunities for existing businesses by applying LDC tools to provide flexibility for expansion and reuse of existing businesses.

Lead Departments: Development Services/Planning/Community and Economic Development
Staff Funding: To be determined

7.d Living Wage

Adopt Living Wage legislation as a way to achieve a higher standard of living for all San Diegans.

Lead Department: To be determined • Staff Funding: No

7.e Public Lands

Identify underutilized City-owned land that can be served by transit with potential for use as employment land and prepare comprehensive plans for such lands as appropriate.

Lead Departments: Planning/Real Estate Assets/General Services • Staff Funding: No

7.f Economic Impact

Consider the economic and fiscal impacts of major development projects for use in the decision-making process.

- Consider wage levels of jobs created and new development impact on viability of existing uses in the community.
- Prepare economic impact statements for selected projects.
- Define "major development project" and identify what impacts should be addressed through the economic impact statements. Consider cost and time impacts to the developer.

Lead Departments: Planning/Development Services/Community and Economic Development
Staff Funding: No

7.g Government Initiatives

Work with all levels of government to encourage economic development.

- Identify federal, state, and city mandates that represent unreasonable barriers to future economic development, and address these mandates through lobbying efforts.
- Collaborate with state and federal agencies to implement alternate investment policies that support urban growth.
- Work with SANDAG to regularly update cluster analysis information to identify key growth industries to determine incentives for desired businesses.

Lead Departments: Planning/Community and Economic Development/Governmental Relations
Staff Funding: Yes

7.b International Trade

- Increase trade and collaboration with Mexico and Latin America.
- Adopt a comprehensive economic strategy with Mexico that includes implementation of cross-border facilities.
- Support efforts to develop long term solutions to energy needs through mutually beneficial agreements with Baja California.

Lead Departments: Planning/Community and Economic Development/Governmental Relations/
Binational Affairs • Staff Funding: Yes

7.i Education

- Encourage equitable access to educational opportunities that result in a highly qualified and skilled labor force.
- Develop partnerships with the education/work force training community for workforce development.

Lead Department: Community and Economic Development/Others to be determined
Staff Funding: No

Goal 8: *Promote Equitable Development*



Strategic Framework Element Core Value: *We value social equity.*

Strategic Framework Element Equitable Development Policy Recommendations:

Create and maintain stable, economically, and socially diverse communities through means that distribute equitably the costs and benefits of development. Ensure that residents can afford to remain in their community when it is improved.

8.a Equitable Development

Village or other long-range plans should promote equitable development, avoid the displacement of existing residents, and preserve desired neighborhood character through neighborhood-specific strategies. The City of San Diego can take a leadership role in defining and implementing some of these strategies, while others require action by the private sector, other government agencies, and community-based partners. Many of the most successful programs throughout the nation have been initiated and implemented by the residents of affected areas. Strategies for evaluation include:

- Assess the growth dynamics in the city, the region, and specific communities to determine the extent to which gentrification is a reality, a near possibility, or an unlikely occurrence.
- Analyze and anticipate the dynamics of gentrification in individual communities.
- Develop a unified vision and plan.
- Define responsible parties and tasks, and get organized at the regional, city and community levels to implement the plan.
- Create, strengthen, or apply, as appropriate, the following:
 - ◇ development incentive and financing programs,
 - ◇ business assistance programs,
 - ◇ first-time home buyer assistance programs,
 - ◇ Community Reinvestment Act compliance monitoring,
 - ◇ land use and design regulations, and
 - ◇ code compliance programs.
- In adopted redevelopment areas, secure public ownership of real estate to provide opportunities for affordable housing and office space for neighborhood residents and service providers.
- In adopted redevelopment areas, provide displaced local residents relocation rights.
- Encourage targeted private sector financial lending and equity investment opportunities.
- Encourage non-profit group resident education programs focusing on residents' legal rights, home-buying and selling strategies, and skills in negotiating for equitable development in the midst of gentrification.

- Participate in efforts to improve the quality of public education at the local and citywide levels.
- Create forums to resolve conflicts and to re-knit the community.
- Consider social service needs in the land use mix of villages and corridors.

Lead Departments: Planning/Community and Economic Development/Housing Commission

Staff Funding: Yes

Goal 9: Facilitate City of Villages Development

Strategic Framework Element Core Value: We value a compact, efficient, and an environmentally sensitive pattern of development.

As San Diegans, we take pride in our distinctive neighborhoods as well as the beauty and character of the City as a whole. The City of Villages strategy is designed to focus growth into walkable, mixed-use activity centers while preserving single-family neighborhoods. Village design will be tailored to each neighborhood and include significant public spaces. By targeting growth into limited areas, and planning for the needed facilities, we have our best opportunity to preserve our neighborhood character as well as our most treasured city-wide natural resources and amenities. For the City of Villages vision to become a reality there must be extensive and continued public outreach efforts, proactive planning, community plan amendments, infrastructure improvements to the land development permit process, legislative changes, and stronger partnerships among the City, advisory groups, and the development industry.

ACTION ITEMS include:

9.a Transit-Oriented Development Design Guidelines

Require application of elements of the Transit-Oriented Development (TOD) Design Guidelines in centers and corridors where discretionary review is required until community plan amendments and rezonings, as needed, are prepared for each site. The TOD Guidelines will not supercede community plan density or land use recommendations.

Lead Departments: Planning/Development Services • Staff Funding: Yes

9.b Community Plan Amendments

- Through an extensive public outreach process, designate mixed-use village sites and prepare village master plans.
 - ◊ Prepare comprehensive environmental analysis and rezones for the sites as necessary.
 - ◊ Address village parking needs through a combination of solutions such as: management of parking resources, shared use agreements, development of community parking structures, increased transit services, parking districts, and other means.
 - ◊ Prepare detailed land use and design guidelines.
 - ◊ Amend redevelopment plans as necessary.

- Prepare Community Facility elements as described in Action 3.c.
- Prepare Community Identity elements as described in Action 1.c.
- Intensify employment lands as described in Action 7.b.
- Address community-specific application of storm water quality recommendations as described in Actions 4.a and 4.d.
- Monitor compliance with City of Villages 2020 Housing Goals Table (Appendix A).

Lead Department: Planning • Staff Funding: Yes

9.c Land Development Code

Evaluate whether the Land Development Code (LDC) has sufficient regulatory tools and incentives to implement the City of Villages vision for well designed, mixed-use, moderate/higher density centers. If necessary, consider amendments to:

- Ensure that allowed densities can be achieved when other regulations (e.g. parking, floor area ratio, and height) are applied.
- Review the Urban Village Overlay Zone and amend as necessary to achieve City of Villages goals. This zone should provide a mechanism to look at a project holistically, rather than basing project review on the strict application of zoning standards. In addition, develop a modified Urban Village Overlay Zone suitable for small (less than 10 acre) sites.
- Expedite permit processing for projects that meet policy goals by increasing the types of projects that can be processed through ministerial review and establishing criteria to make deviations easier in certain circumstances.
- Evaluate regulations for mixed-use development and propose amendments as needed.
- Develop new definitions of mixed-use and multiple-use development to facilitate financing.
- Develop parking strategies and adjust requirements, as follows:
 - ◇ Reduce parking standards for affordable housing as well as for residential and/or commercial projects located where walking and transit are viable transportation options;
 - ◇ Seek creative, neighborhood-specific solutions to providing needed parking for mixed-use projects with the goal of reducing on-site parking.
 - ◇ Expand locations where tandem parking can be used to meet parking regulations.
- Implement Industrial Zone recommendations per Action 7.c.

Lead Departments: Planning/Development Services/City Attorney • Staff Funding: To be determined

9.d. Council Policy Alignment

Evaluate Council Policies for consistency with the Strategic Framework Element.

- Incorporate relevant policies into appropriate General Plan elements.
- Amend or rescind Council Policies as necessary.

9.e Land Use Element

Create a Land Use Element of the General Plan to establish the relationship between the General Plan and the community plans. The Element should:

- Outline a format for community plans.
- Provide guidance on how to write community plans so they supplement, rather than duplicate information found in the General Plan.
- Contain land use recommendations designed to implement the City of Villages that could be applied throughout the City, and specify that community-specific recommendations should be in each community plan.
- Require an annual report to track land use amendments.

Lead Department: Planning • Staff Funding: Yes

9.f Tier System Substitute

Develop an alternative phasing proposal to implement the City of Villages strategy while maintaining compliance with Proposition A. Proposition A is an initiative measure approved by the electorate of the City of San Diego in 1985. It required a vote of the people to increase development potential on property located in the “Future Urbanizing” area of the City. The full text of the proposition is included in an appendix to the Strategic Framework Element.

Lead Departments: Planning/City Attorney • Staff Funding: Yes

9.g Pilot Villages

Pilot villages are intended to demonstrate how a village can be built and how it will evolve and function depending on the neighborhood and community in which it is sited. This program will require finding funds to support the pilot villages' infrastructure needs as well as forming partnerships with other agencies and developers who can contribute to the effort.

- Select at least three pilot villages to demonstrate implementation of the City of Villages strategy.
- Develop village plans, seek grants to help fund implementation, and construct village improvements.
- Seek opportunities for joint-use facilities with two or more public services provided.

Lead Departments: Planning/Other affected departments • Staff Funding: Yes

9.h Transit First Showcase Projects

Work with MTDB on Transit First Showcase Projects to:

- Aggressively pursue new forms of mobility.
- Implement pedestrian enhancement projects.
- Enhance the overall transit experience in the community.

Lead Department: Planning/Transportation • Staff Funding: Yes

9.i Model Urban School

Continue working with San Diego City Schools on a pilot project to design an urban, joint-use school campus.

Lead Departments: Planning/San Diego City Schools/Housing Commission/Community and Economic Development • Staff Funding: Yes

9.j Proactive Planning

- Reevaluate the planning process to allow for proactive, aggressive planning and implementation.
 - ◊ Evaluate Planning Department working relationships with the development industry and planning groups.
 - ◊ Identify and address City structure and organizational issues that may slow down permit processing.
- Ensure coordination with Metropolitan Wastewater (MWWD) and the Water Departments' modeling efforts.
- Link prioritization of undergrounding utilities with City of Villages implementation.

Lead Departments: Planning/Development Services/MWWD/Water • Staff Funding: Yes

9.k Community Outreach

Increase the amount and extent of community outreach and education to achieve increased participation in land use and infrastructure decisions.

- Continue ongoing Strategic Framework Element outreach efforts with expanded website information.
- Continue to coordinate public outreach among City departments so the public has more opportunities to receive information and provide input.
- Expand use of graphic simulations.
- Continue ongoing community planning group training/support.

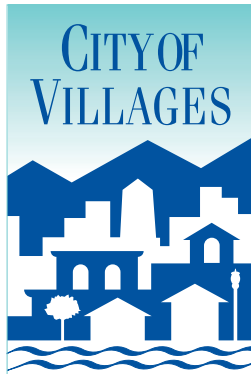
Lead Department: Planning • Staff Funding: Yes

9.l Facilitate Financing

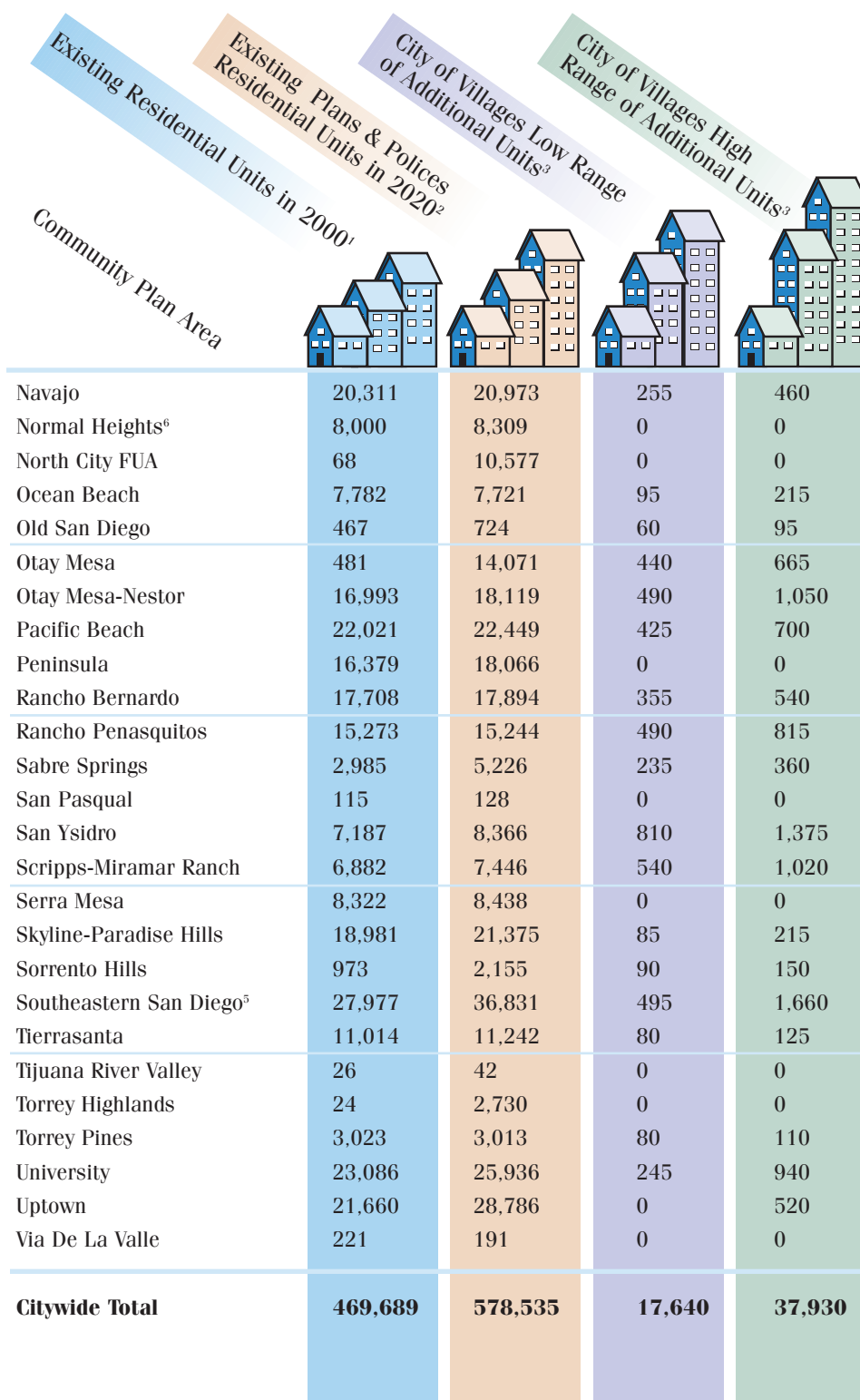
Work with lending institutions to develop/expand desirable loan programs and help change attitudes and lending policy regarding mixed-use development.

Lead Departments: Planning/Community and Economic Development/Financing Services
Staff Funding: To be determined

2020 Housing Goals by Community Planning Area



Community Plan Area	Existing Residential Units in 2000 ¹	Existing Plans & Policies Residential Units in 2020 ²	City of Villages Low Range of Additional Units ³	City of Villages High Range of Additional Units ³
32nd St Naval Station	1	2	0	0
Balboa Park	1	127	0	0
Barrio Logan	1,051	1,619	105	160
Beeler Canyon	11	77	0	0
Carmel Mountain Ranch	4,912	5,088	335	510
Carmel Valley	9,981	15,966	240	360
Centre City	9,454	26,439	6,585	10,585
City Heights ⁶	23,875	27,669	0	0
Clairemont Mesa	32,759	32,964	820	1,280
College	7,358	8,554	0	0
Del Mar Mesa	23	692	0	0
East Elliot	0	680	0	0
Eastern Area ⁶	13,667	14,272	115	240
Fairbanks CC	355	434	0	0
Flower Hill	0	3	0	0
Greater Golden Hill	7,354	7,809	50	90
Greater North Park	24,655	28,340	0	80
Kearny Mesa ⁴	1,730	1,022	265	440
Kensington Talmadge ⁶	6,501	7,650	0	0
La Jolla	14,947	15,100	0	0
Linda Vista	11,252	11,752	0	285
Lindbergh Field	166	79	0	0
Los Penasquitos Canyon	13	1	0	0
Midway-Pacific Hwy	1,840	2,758	525	1,235
Miramar Ranch North	3,237	4,436	230	350
Mira Mesa	24,250	30,098	1,705	2,520
Miramar MCAS	547	640	0	0
Mission Bay	584	153	0	0
Mission Beach	3,600	3,464	0	0
Mission Valley	7,606	14,595	1,395	8,780



1. 2000 Census for City of San Diego Community Planning Areas (SANDAG Summary File 1 version 1.7)

2. The data presented here was used as the baseline forecast for the City of Villages analysis and reflects the continuation of existing land use plans and policies through the year 2020 (SANDAG 2020 Existing Plans and Policies Forecast). This data does not reflect Community Plan build-out, which could occur in years other than the year 2020.

3. Total number of additional residential units above existing plans and policies (Column C).

4. Kearny Mesa has gained additional units above the 2020 forecast due to the Stonecrest plan amendment.

5. Includes Encanto Neighborhoods.

6. Mid-City Community plan existing forecast is based upon the pre-1998 plan, and therefore differs from the current community plan. Based upon the current 1998 plan which replaced the pre-1998 plan, it is estimated that the Mid-City area lost a total of 2,700 residential units within the four Mid-City community planning areas.

San Diego Sustainable Community Program Indicators

- 1) Goal # 2- Reduce Traffic Congestion*
 - a) Annual number of days exceeding the one hour California standard for Ozone air pollution
 - b) Vehicle miles traveled per capita per year
 - c) Percent of residents within 0.25 miles of a retail store
 - d) Percent of residence within 0.25 miles of public transit
 - e) Number of cars per household
 - f) Percent of San Diegans Who Rideshare to Work (carpooling, transit)
- 2) Goal # 3- Create Neighborhoods We Can Be Proud Of*
 - a) Number of affordable housing units available
 - b) Rate of home ownership within the City as compared with the national average
 - c) Average number of trees per mile of street
 - d) Per capita spending for public infrastructure
 - e) Number of households on waiting list for subsidized housing assistance (Sec. 8)
- 3) Goal # 4- Clean Up Our Beaches and Bays*
 - a) Annual number of days of beach closures and postings
- 4) Goal # 8- Make San Diego America's Safest City*
 - a) Incidents of violent crime committed by adults per year
 - b) Incidents of violent crime committed by children per year
 - c) Participation in school-sponsored after school childcare programs for grades K-8
- 5) Goal # 9- Pursue Energy Independence*
 - a) KWh consumed per residential account per month
 - b) KWh consumed per non-residential account per month
 - c) Percent KWh renewable energy in residential and commercial buildings
 - d) Number of City sites using alternative energy generated on-site
 - e) Number of City facilities at which the "Green Building Policy" is fully implemented
 - f) The number of submittals to Development Services Department that include renewable energy
 - g) Dollars saved through City fleet management fuel-reduction strategies
 - h) Number of vehicles converted from standard diesel fuel, a significant air pollutant, in the City fleet and other large fleets
- 6) Goal # 10- Complete MSCP Open Space Acquisition
 - a) Percentage and number of species that are covered by the Multiple Species Conservation program moving from the designation of "unprotected" to "protected"
 - b) Percent completion of the City of San Diego target open space acquisitions for 2007
- 7) Water Conservation
 - a) Potable water consumed per capita per year
 - b) Gallons of reclaimed water used per year

- 8) Environmental Management Systems in Public Programs
 - a) Number of municipal facilities in the region certified as ISO 14001, such as Landfill Operations (ESD) and Sewage Conveyance and Treatment (Metro Wastewater Department)
 - b) Combined annual savings (energy, fuel, etc.) resulting from use of City environmentally preferable purchasing policies (e.g. Energy Star, Green Building, recycled products, etc.)
- 9) Civic Engagement
 - a) Percent voter participation in presidential elections.
 - b) Assessment of volunteerism within the region per year
- 10) Expanding City-Provided Educational Opportunities
 - a) Annual number of City-sponsored environmental education venues for youth, grades K-12
 - b) Annual number of City-sponsored Community Forums
- 11) Further Developing the San Diego/Tijuana Information Exchange
 - a) The number of City-sponsored meetings per year of cross-border information exchanges between San Diego and Tijuana
 - b) Number of City-sponsored border-related forums related to energy, environment, public works, and public health
- 12) Residents Earning a “Living Wage” (Based on Local Cost of Living Factors)
 - a) Percent of people under 25 with at least 2 years of specialized education after high school
 - b) Percent of households with middle income wages of \$20-45 thousand per year
 - c) Percent of families that are both below the poverty line and have children

* Part of the Mayor Dick Murphy’s “Ten Goals.”